

LEMBAR PENGESAHAN
JURNAL
RANCANGAN SISTEM REMUNERASI PADA RESTORAN ABC



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A handwritten signature in black ink, which appears to read 'Verina Halim Secapramana'.

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ABSTRACT

This study aims to make the ABC Remuneration System Design. Using a qualitative approach with the action research method which is a method designed with the aim to improve an implementation process and consists of several stages, namely plan, act, observe, and reflect besides this research uses the object of research, one of the restaurants in Bojonegoro district. This study found that there were issues of employee dissatisfaction and injustice among employees, especially on the issue of distributive justice, namely compensation received by employees while working in restaurants, where the perception caused several problems in the ABC restaurant. The design of the remuneration generated is based on job analysis and job evaluation using Hay method using compensable factors that are know-how, accountability and problem solving so that as much as possible get objective results. The results / design are expected to contribute to the improvement and development of the remuneration system for ABC restaurants.

Keywords: Remunerasi, *Job Analysis*, *Job Evaluation*, *Distributive Justice*

Design Remuneration System at ABC Restaurants

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This study aims to make the ABC Remuneration System Design. Using a qualitative approach with the action research method which is a method designed with the aim to improve an implementation process and consists of several stages, namely plan, act, observe, and reflect. This study found that there were issues of employee dissatisfaction and injustice among employees, especially on the issue of distributive justice, namely compensation received by employees while working in restaurants, where the perception caused several problems in the ABC restaurant. The design of the remuneration generated is based on job analysis and job evaluation using Hay method using compensable factors that are know-how, accountability and problem solving so that as much as possible get objective results. The results / design are expected to contribute to the improvement and development of the remuneration system for ABC restaurants.

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1. INTRODUCTION

The development of the culinary industry, especially in Indonesia, is increasingly promising. According to data from the Republic of Indonesia Creative Economy Agency, the culinary subsector increased from 9.23% in the previous period, with the food and beverage industry contributing 34.33% to non-oil GDP in Indonesia. In addition, data from the Central Statistics Agency (2017) shows that over the past 10 years the average per capita expenditure was used for food and beverages, which amounted to 51% of total expenditure. The culinary industry is a promising industry. But it should be noted also that the culinary industry is also a very dynamic industry because it requires restaurant / organization managers to be more innovative in running their business

ABC's restaurant competition is increasing, which is located in Java in Bojonegoro and can be said to be one of the largest restaurants in the area with turnover ranging from 400 to 500 million / month. ABC Restaurant has several restaurant branches in Indonesia. Today's business environment is very dynamic and competitive, every business actor struggles to compete to maintain the sustainability of his business. In achieving business stability many factors are considered one of which is human resources (HR). In addition to profit, organizations today must also consider other objectives, namely how organizations recruit, retain employees and manage (stimulate) employees to be able to provide their best performance in order to achieve organizational goals.

A person's performance can be optimal if supported by good abilities and strong motivation. The success of

an organization's employee performance is also influenced by factors that influence employee performance. Rothwell (2000) in VanYperen, et., Al (2000) identifies factors that influence performance, namely data and information, resources, equipment and environment, motivation and incentives and rewards. VanYperen, et., Al (2000) which revealed that the emergence of employee satisfaction occurs when employees consider a fair / fair decision. The results of interviews of several employees there are issues of injustice / fairness that occur in employees which makes employees feel less satisfied. Employees feel that what is done is not comparable to what is obtained when compared to their friends who are of different positions. According to some employees what is obtained should be greater than what is done when compared to other positions, from the interview there is an indication that there is a perception of injustice / injustice in the work environment, especially in the distributive justice dimension that includes salary.

Low job satisfaction due to injustices felt by employees will have an impact on the low motivation of employees to produce better work performance due to a work environment that is considered ineffective to develop their potential (Freedman in Danish & Usman, 2010; Khalid, Salim & Loke, 2011) ; Galanou, et, al 2014). According to Mcfarlin and Sweeney (1992) in Schappe (1998) revealed that distributive justice / fairness is a stronger predictor that influences job satisfaction.

The design of a good and standard remuneration system for employees is expected to increase productivity and employee morale, during which Restaurants ABC does not yet have a

standard remuneration system. Bessette (2016) in Urbancova and Snydrova (2017) said that a properly designed and good remuneration policy can have a significant and positive impact on an organization's ability to attract and retain employees who are very important for the company that is useful for increasing the competitiveness of organizations in the market . Therefore, the purpose of this study is to design a remuneration system in Restaurant ABC where it is preceded by the process of job analysis and job evaluation using the Hay method which is expected to later help the restaurant improve its remuneration system.

2. RESEARCH METHOD

This research focuses on designing a remuneration system for a restaurant. In the design of the remuneration system, a series of job evaluation processes needs to be carried out and job analysis / job analysis will be carried out as a basis for implementing job evaluation. Preparation of job analysis will be carried out at each level of position in the ABC restaurant. The results obtained from the results of job analysis / job analysis will be used as the basis for analyzing the job evaluation / job evaluation process in the form of ranking / grading so that later it can be equitable, fairer and also as objective as possible.

The design used in this study is action research. Action Research is a method that is designed with the purpose of improving the implementation process. Action Research is a process that consists of plan, act, observe and reflect where all of them are a cycle (Patricia, 2016). Participants in this study are employees who work in ABC

restaurants that exist in each division or in each position. This research will also contain an evaluation of the existing system in ABC restaurants so that later data can be obtained regarding restaurant needs. The research carried out later was to design the ABC restaurant remuneration system based on job analysis and job evaluation (hay method).

3. RESULT AND DISCUSSION

Based on the results of the plan, it is known that there are several issues in the ABC Restaurant where the remuneration system is still very subjective and not in accordance with the job analysis that should contain job descriptions and job specifications. In designing the remuneration system, the researcher will carry out two steps of work, the first being that the researcher will carry out a job analysis consisting of / including job descriptions and job specifications. With the preparation of this position analysis, it is expected that later employees can find out their duties, responsibilities and limitations of authority. Second, designing a measurable logical system based remuneration system, namely by doing job evaluation / job evaluation as one step in determining the payroll structure. Job evaluation / evaluation of the work carried out is useful to produce relative worth or size of a position in an organization, especially in this case a restaurant to determine the position's internal relativity. Researchers in evaluating work will use the Hay method, where this method has been equipped with compensable factors, values, as well as calculation methods. Compensable factors that will be used in the Hay method consist of 3 dimensions, namely the dimensions of know-how, accountability and problem solving.

The compilation of job descriptions and also job specifications in this study uses the stages of Dessler (1997) in Patricia (2016) namely:

Stage I:

Phase I researchers must collect initial information related to the work of each position, organizational structure, standard operating procedures, vision and mission.

Stage II:

In stage II, the researcher reviews restaurant data that are relevant, for example, organizational structure, standard operating procedures, and job descriptions owned by ABC restaurants.

Stage III:

Stage III: the researcher chooses the position to be analyzed again.

Stage IV:

After the researcher collected the data needed then in stage IV the researcher conducted an analysis of the data obtained from the restaurant related to the office activities.

Stage V:

After the researcher compiled a job description of each position in the ABC restaurant, then in stage V the researcher clarified the results of the position analysis with the relevant parties.

After completing the analysis of the position, the researcher arrived at the stage of evaluating the work using the Hay method. Hay (2010) steps in weighting positions (Heidi, 2016):

(1) Identifying the qualifications of each aspect of measurement in a position or position where each position has its own qualifications, namely from the aspects of knowledge, responsibility and problem solving.

The selection of qualifications is adjusted to the demands of each position. The definition of each qualification for each dimension and its factors can be seen in the table (attachment). (2) determine the combined codes of each qualification namely in this case a 3 digit code for the know-how and accountability dimensions. And 2 digit codes for problem solving aspects. Which later the codes indicate the amount of weight for each aspect. (3) determine the amount of value (number) from the dimension code of know-how and accountability dimensions through the Hay guide chart (4) after determining the amount of value (number) in the third stage, the value (number) aspect of know-how is also used to determine the percentage amount of the problem solving dimension code that can be seen / according to the table. In this case for the problem solving dimension, the percentage (%) obtained is then converted into numbers by looking at the dimensions of the know-how dimension in the table and also looking at the table. (5) after collecting 3 types of numbers for each dimension, both the dimensions of know-how, problem solving and accountability, then the values must be summed so that the total value is obtained, namely the internal relative value of the position

After the job evaluation is complete and the relative worth of internal values are obtained for each position within the organization, the researcher begins to compile a range of grades to determine the grade level for each position level. Grade positions in this restaurant consist of 9 grades and 5 levels compiled from grade 1 for non-staff positions up to grade 9 (highest) for general manager positions. Grade positions are also the basis of salary classification and the provision of facilities to employees. the method

used by researchers in classifying positions in ABC restaurants, among others:

- a. Level 1 (Non Staff): Positions in this grade require minimum requirements: elementary / junior high school + 2 years experience or elementary / junior high school + 0 years experience.
- b. Level 2 (Junior Staff): Positions in this grade require minimum requirements: high school education + 0 years experience or high school education + 1 year experience.
- c. Level 3 (Staff): Positions in this grade require minimum requirements: S1 education + 1 year experience; or D3 Plus + 2 years experience; or SLTA Plus (culinary / culinary).
- d. Level 4 (Manager): Positions in this grade require minimum requirements: S2 Plus education + 0 year experience; or S1 Plus + 5 years experience; or D3 Plus + 4 years experience; or SLTA Plus + 8 years experience.
- e. Level 5 (Director): Positions in this grade require minimum requirements: S2 Plus education + 2 years experience; or S1 Plus + 7 years experience; or D3 Plus + 8 years experience

The design of the remuneration system can be done with a nominal calculation process that is valued at each position level in accordance with the calculation (Heidi, 2010): $\text{Score Value} / \text{Weight} \times \text{Rp. A} = \text{Rp. B}$. where is Rp. A is the nominal value of the rupiah. For the provision of incentives / employee bonuses this is

determined using the profit sharing method of $0.25\% + 1\%$, or by formula: $(\text{Employee performance} - \text{standard work performance} / \text{standard work performance} \times 100\%) \times \text{Special Bonus Allocation Fund}$. For benefits, the restaurant provided Rp.100,000 for managerial positions and Rp. 250,000 for the general manager and also Rp. 10,000 / day (lowest) for meals and Rp. 20,000 (highest) in each position. Regarding salary increases each year or each period can use the following calculation in accordance with Government Regulation (PP) No. 78 In 2015 or salary increases for each employee can be determined using the "way" percentage where the owner or with the manager set together a percentage increase in salary.

Conditions such as the shift / rotation of employees where employees previously occupy certain positions and are transferred to lower positions (by weight) than before (due to reasons of knowledge transfer, or close to termination of employment) then calculation of basic salary will follow salary structure in office new, but only will be added / given benefits from the salary difference before and now along with the calculation: $\text{Base salary} = \text{current basic salary} + (\text{base salary of previous position} - \text{current basic salary})$

If there is an addition to a certain position, then the job analysis and job evaluation process needs to be done to determine the detail and responsibility for the position which will later be used as the basis for calculation. Of course it's all about payroll, benefits, bonuses and increases, of course, must be fixed or adjusted to the conditions of the restaurant at that time

4. CONCLUSION

Based on the results of interviews conducted by researchers with Restaurant ABC there are conclusions: (1) there are issues of injustice and employee dissatisfaction at ABC Restaurant. The perception of employee dissatisfaction is based on a categorical sense of injustice in distributive justice factors. (2) During this time the restaurant in providing / determining the remuneration system does not have a standard basis. (3) the current job description has not yet described the detailed description and responsibilities and there are even a number of positions that do not yet have a clear job description and detailed (4) job grade prepared by the researcher using the Hay method, (5) Job analysis process until the job evaluation of the researcher creates a remuneration system design which consists of several components namely basic salary, allowances, bonuses, THR and BPJS. Calculation of basic salary researchers use a formula where the value (price / RP) of each point can change according to the ability of the restaurant in setting it. In addition to the salary increase system at ABC Restaurant, researchers also provided a draft in the form of an increase which could follow a formula that in accordance with government regulations or increases could be discussed with related parties which could use the percentage or nominal amount.

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